Strategy 5.   <u>ETA will become digitally based and Internet-accessible</u>

Under this strategy, ETA will move to become a fully integrated, digitally-based, Internet-accessible organization structured and designed to integrate with and serve its partners and its customers - to be a full and cooperative partner of the AWN. Importantly, ETA acknowledges that its principal customers are states, local service delivery areas, national non-profit grantees, and the Job Corp operators among others. It further acknowledges that it must change itself as it assists the AWN to do the same. ETA will streamline its internal functions as well. ETA will need to consider how to best manage its knowledge and information holdings to best serve the AWN. All of its major business functions will be reviewed and re-engineered to digital processes with special and early focus on:

- an on-line grant management process in coordination with other agencies;
- Internet-based financial and performance reporting;
- technical models of governance;
- the elimination of program and audit barriers;
- on-line reporting policies, guidance, and feedback systems;
- a virtual one-stop shop for all ETA services.

Imagine this scene three years from now:

1)The BAT Apprenticeship Agreement is posted on the Web Page and can be instantly downloaded by program sponsors. As ACME Manufacturing (a program sponsor) selects new apprentices, they pull down the agreement which already has their program data on the form, complete the blocks, electronically sign the agreement, and send it to the local Apprenticeship Training Representative (ATR) for verification and registration. Once ATR sees a flag indicating there are agreements to register, they pull up the agreement, verify and register. After registration, ATR electronically signs the agreement and sends it back to ACME Manufacturing via the Internet. ATR clicks on a button and the data recorded on the agreement would be transferred into the AIMS database. The new apprentices document attainment of the education and training components in their Career Management Account. Since this information has already been validated by a third party, it can be used to document completion of these apprenticeship requirements, right over the Internet, to the appropriate granting authority when it is time for the apprentice to receive journeyman status.

2) A state workforce development council staff member has been electronically notified of a newly released ETA SGA. He accesses all the grant information and the required forms (in electronic format) from the DOLETA Web site and begins the grant writing/development process. Help is available through a variety of vehicles including e-mail, Web site help sources and telephonically. The draft grant is actually written and stored within secure ETA servers and is only available to the writer from where ever he works and forms are "smart" within built-in help. The proposal is electronically submitted and electronically dispersed to grant reader/judges. As a winner, the state officials are electronically notified and "notices of obligation" are provided - again electronically. As the grant activities occur, processes managed through ETA's EIMS System are available for electronic reporting. Report forms are in the "smart" format and provide editing, checking and subtle guidance to assure correct submissions.

3) An ETA Federal Representative is driving to a State to make a presentation to the State Workforce Board on the overall status of the workforce system in the state. The person prepared by calling from the Customer Relations Management (CRM) system a summary of all contacts and transactions over the past six months between all ETA program staff and State personnel relative to all programs. The regional management information system was tapped to review the status of program implementation in the State and to determine whether there were any outstanding policy issues. Additionally, easy to read and understand charts and graphs showing the performance of all programs in the state were prepared in Powerpoint for use in the presentation. Parts of the presentation were obtained from the depository of prior speeches and presentations maintained on ETA's intranet page. During the drive, a cell phone call from the office informs the federal representative that information has been received that a story will break the next day concerning the performance of the office which will be detrimental and the state workforce development office has requested assistance. The government official hangs up and immediately connects to the regional office web site using a hand held computer to design and submit an info bot search. Upon arriving at the destination an hour or so later the official again contacts the regional office web site and retrieves official, up-to-date information on program performance for the local one-stop in the form of graphs and charts together with anecdotal success stories. Also in the download are comparisons with other similar one-stops around the country and a list of best practices for those areas where improvement is desirable, with pertinent regulation citations, directives, and policy issuances, as appropriate. Among the information provided from the search is biographical data on the members of the local workforce board and on the one-stop manager. Armed with this information the federal representative is able to have a focused discussion with the one-stop manager and the state workforce development administrative office and to assist in developing a pro-active responses to inquiries which will arise from the forthcoming newspaper story.